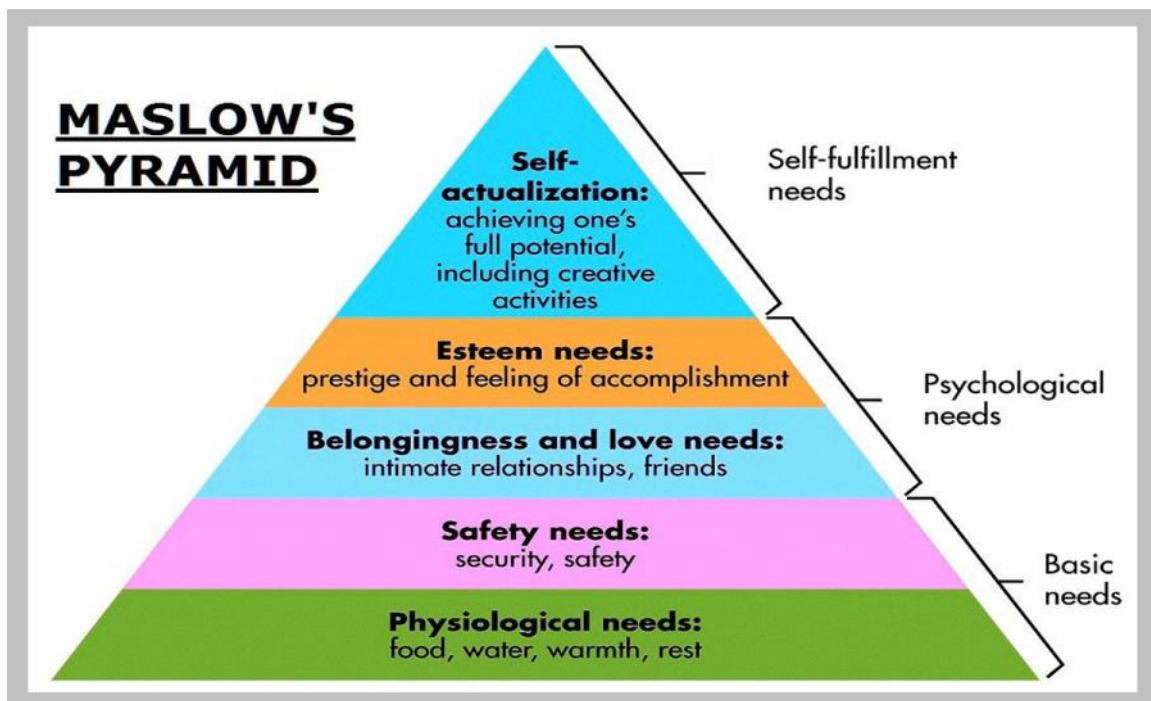


THEORIES OF MOTIVATION

Motivation is a way of creating high level of enthusiasm to reach organizational goals, and this situation is accommodated by satisfying some individual need. Basically, motivation refers to achieving organizational main goals by satisfying individual employee's needs or demands.

Hierarchy of need Theory (A.H.Maslow, 1943)

Hierarchy of needs theory is proposed by Abraham Maslow in his paper titled "A Theory of Human Motivation" published in Psychological Review in 1943. Maslow's Hierarchy of needs is one of the best known motivation theories. Maslow proposed that there are five different levels of needs people have to seek for satisfaction of their basic needs. The core of this theory lies in the fact that when one need is fulfilled, its strength diminishes and the strength of the next level increases. Maslow does note that one level of needs doesn't have to be totally fulfilled before a person moves to the next level. The individual can be partly satisfied with one level and still seek for satisfaction at the next level.



Source: <https://www.pinterest.com/pin/333266441154062106/>

Needs identified by Maslow

- Physiological needs refer to the need for food, water, and other biological needs. These needs are basic because when they are lacking, the search for them may overpower all other urges.
- Once physiological needs are satisfied, people tend to become concerned about safety needs.
- Belongingness and love needs also called social needs. Social needs refer to the need to bond with other human beings, be loved, and form lasting attachments with others. In fact, attachments, or lack of them, are associated with our health and well-being.
- The satisfaction of social needs makes esteem needs more salient. Esteem need refers to the desire to be respected by others, feel important, and be appreciated.
- Self-actualization need manifests itself by the desire to acquire new skills, take on new challenges, and behave in a way that will lead to the attainment of one's life goals.

HUMAN NEEDS

Maslow's Hierarchy



Source: <https://www.slideserve.com/kovit/chapter-13-powerpoint-ppt-presentation>

Existence, Relatedness and Growth theory (Clayton Alderfer, 1969)

This theory is given by Clayton Alderfer. It is a variation of Maslow's hierarchy of needs. Alderfer expanded Maslow's basic needs and refined them into existence needs, relatedness needs, and growth needs.

Existence needs

Existence needs include various forms of safety, physiological and material needs. Safety needs- prevention from fear, anxiety, threat, danger, tension, and so on. Physiological needs- Individual's pursuit of satisfaction at the vitality level, such as leisure, exercise, sleep. Material needs-Resources required for an individual's living, including food and clothing.

Relatedness needs

Relatedness needs means senses of security, belonging, and respect. Sense of security involves the mutual trust of humanity. Sense of belonging refers to prevention from all forms of suffering, such as isolation, loneliness and distance. Sense of respect means feeling of respect from others, such as popularity, social status, superiority, importance and compliment.

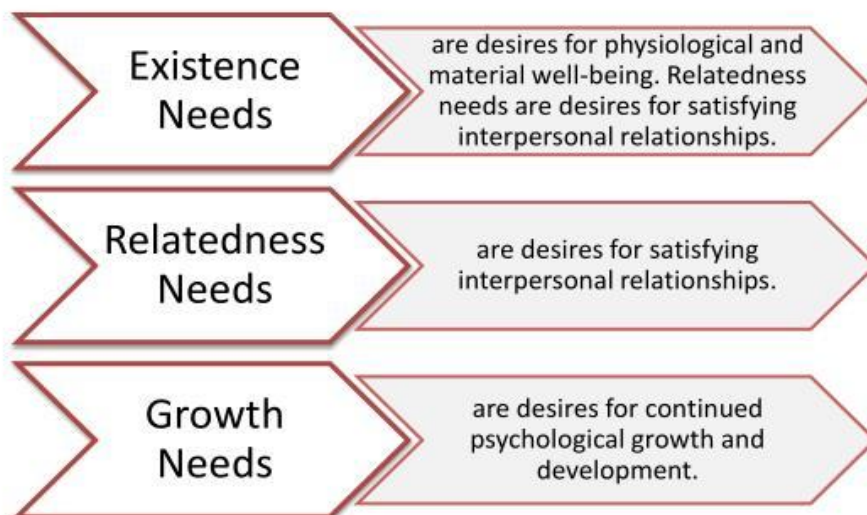
Growth needs

Growth needs includes self esteem and self actualization. Self esteem- ability to pursue, to seek knowledge, to achieve, to control, to build confidence, to be independent and to feel competent. Self actualization-self accomplishments including achieving an individual's goals and developing his or her personality. The abilities to realize one's potentials and to support the growth of others are also included.

HUMAN NEEDS

Alderfer's ERG Theory

- Alderfer's ERG Theory



Source: <https://www.slideserve.com/kovit/chapter-13-powerpoint-ppt-presentation>

Achievement Motivation Theory (David C. McClelland, 1980s)

David McClelland was an American psychologist who created a theory in year 1980s that attempts to explain how the needs for achievement, power and affiliation affect the human motivation and the actions of people. The McClelland Human Motivation Theory also referred as “the three social motives” or “Acquired Need Theory”.

The Three Social Motives are described as:

a. Need for Achievement

Daft (2008) stated the need of Achievement is the desire to accomplish something difficult, master complex tasks, attain a high standard of success and surpass others.

b. Need for Power

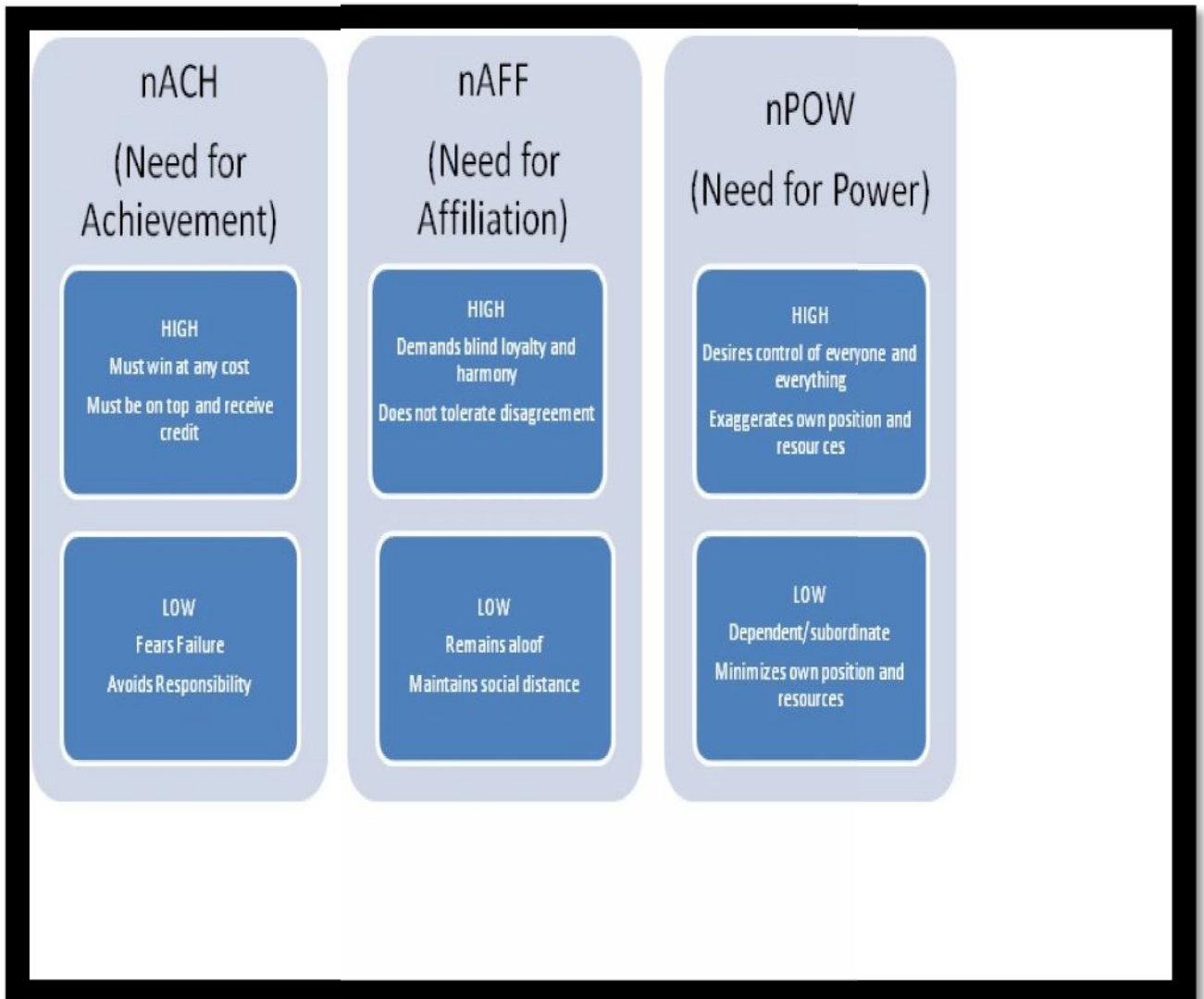
Need for Power as the unconscious concern for influencing others and seeking positions of authority. It is described as the desire to cause others to behave in they that would be show by the individual

c. Need for Affiliation

Daft (2008) defined the need for Affiliation as the desire to form close personal relationships, avoid conflict, and establish warm friendship.

Dominant Motivator	Characteristics of This Person
Achievement	<ul style="list-style-type: none"> • Has a strong need to set and accomplish challenging goals. • Takes calculated risks to accomplish their goals. • Likes to receive regular feedback on their progress and achievements. • Often likes to work alone.
Affiliation	<ul style="list-style-type: none"> • Wants to belong to the group. • Wants to be liked, and will often go along with whatever the rest of the group wants to do. • Favours collaboration over competition. • Doesn't like high risk or uncertainty.
Power	<ul style="list-style-type: none"> • Wants to control and influence others. • Likes to win arguments. • Enjoys competition and winning. • Enjoys status and recognition.

Source: Reduan(n.d.)



Source: Reduan (n.d.)

The following two steps process can be used to apply McClelland's theory:

Step 1: Identify the Motivational Needs of the Team

Examining the team to determine which of the three needs is a motivator for each person. Personality traits and past actions can help in this process.

For example, someone who always takes charge of the team when a project is assigned. The one who speaks up in meetings to encourage people, and delegates responsibilities in order to facilitate achieving the goals of the group. Someone who

likes to control the final deliverables. This team member is likely being driven by power.

Another team member who does not speak during meetings, and is happy agreeing with the team thoughts, is good at managing conflicts and may seem uncomfortable while someone talks about undertaking high-risk, high-reward tasks. This team member is likely being driven by affiliation.

Step 2: Approaching Team according to their need type

Based on the motivating needs of the team members, alter your leadership style to assign projects according to the type of the need of each individual team member. Challenging projects would definitely be a part of a work portfolio of someone who enjoys power while relatively simpler projects go to the kitty of someone derived from affiliation.

This information is crucial to influence while setting up relevant goals for the individual, monitoring, providing feedback, recommending the learning plan, etc. If a particular need type does not fit the position of the individual, he/she can be made aware of the same, so that they can either work in the right direction or accept their

Two Factor Theory (Frederick Herzberg, 1959)

Herzberg's Motivation Theory model goes by a number of different names, including Two Factor Theory, Herzberg's Motivation-Hygiene Theory and Dual Structure Theory. Frederick Herzberg's well known Two-Factor Theory was designed in year 1959. Based on two hundred engineers and accountant feedback collected in the USA regarding their personal feelings towards their working environments, Herzberg defined two sets of factors in deciding employees working attitudes and level of performance, named Motivation & Hygiene Factors. According to Herzberg full supply of Hygiene Factors will not necessary result in employees' job satisfaction. In order to increase employees' performance or productivity, Motivation factors must be addressed.

Herzberg's Two Factor Theory



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Source: <https://www.pinterest.com/pin/433260426647688785/>

Motivating Factors

- Motivators are Achievement, recognition, responsibility, advancement and the work itself.
- Motivation Factors are Intrinsic Factors that will increase employees' job satisfaction.
- Associated with positive feeling of employees about the job.
- Absence of these will not lead to dissatisfaction but a lesser degree of satisfaction.
- Also called intrinsic factors because direct connection between work and rewards.

Hygiene Factors

- Hygiene Factors are Salary, interpersonal relations, technical supervision, working conditions, and company policies and administration
- Hygiene Factors are Extrinsic Factors to prevent any employees' dissatisfaction.
 - They produce no growth in worker output.
 - Also called extrinsic factors because no direct satisfaction at the time of work is performed.

The Four States

a.High Hygiene and High Motivation

This is the ideal situation and the one which every manager should strive for. Here, all employees are motivated and have very few grievances.

b.High Hygiene and Low Motivation

In this situation, employees have few grievances but they are not highly motivated. An example of this situation is where pay and working conditions are competitive but the work isn't very interesting. Employees are simply there to collect their salary.

c.Low Hygiene and High Motivation

In this situation, employees are highly motivated but they have a lot of grievances. A typical example of this situation is where the work is exciting and really interesting but the pay and conditions are behind competitors in the same industry.

d.Low Hygiene and Low Motivation

This is obviously a bad situation for an organization or team to find itself in.

Ways to improve motivation

- The first step to enhancing the motivation of team is to ensure that the hygiene factors are not causing dissatisfaction.
- Enriching a team member's job by giving them more challenging or complex tasks to perform. These more complex tasks should make the job more interesting. It is called Job enrichment
- Giving a team member a greater variety of tasks to perform. This variety can also make a job more interesting. It is called Job enlargement.
- Employee empowerment is needed. It means delegating increasing responsibility to each team member. This can be done by slowly increasing the amount of responsibility you delegate to an employee.

Expectancy Theory (Victor H.Vroom, 1964)

The concept of expectancy was originally formulated by Vroom and it stands for the probability that action or effort will lead to an outcome. Vroom's Expectancy Theory is based on these three components:

- **Expectancy**

Expectancy can be described as the belief that higher or increased effort will yield better performance. This can be explained by the thinking of "If I work harder, I will make something better". Conditions that enhance expectancy include having the correct resources available, having the required skill set for the job at hand, and having the necessary support to get the job done correctly.

- **Instrumentality**

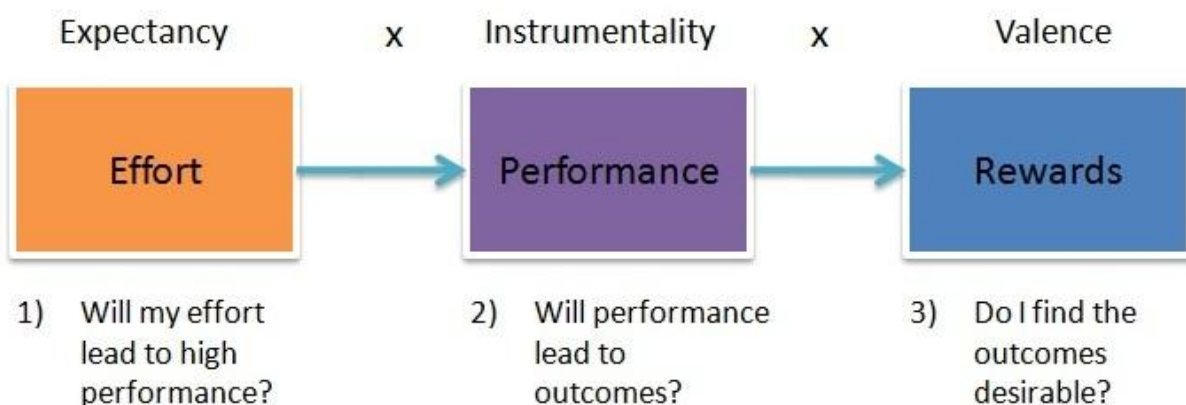
Instrumentality can be described as the thought that if an individual performs well, then a valued outcome will come to that individual. Some things that help instrumentality are having a clear understanding of the relationship between performance and the outcomes, having trust and respect for people who make the decisions on who gets what reward, and seeing transparency in the process of who gets what reward.

- **Valence**

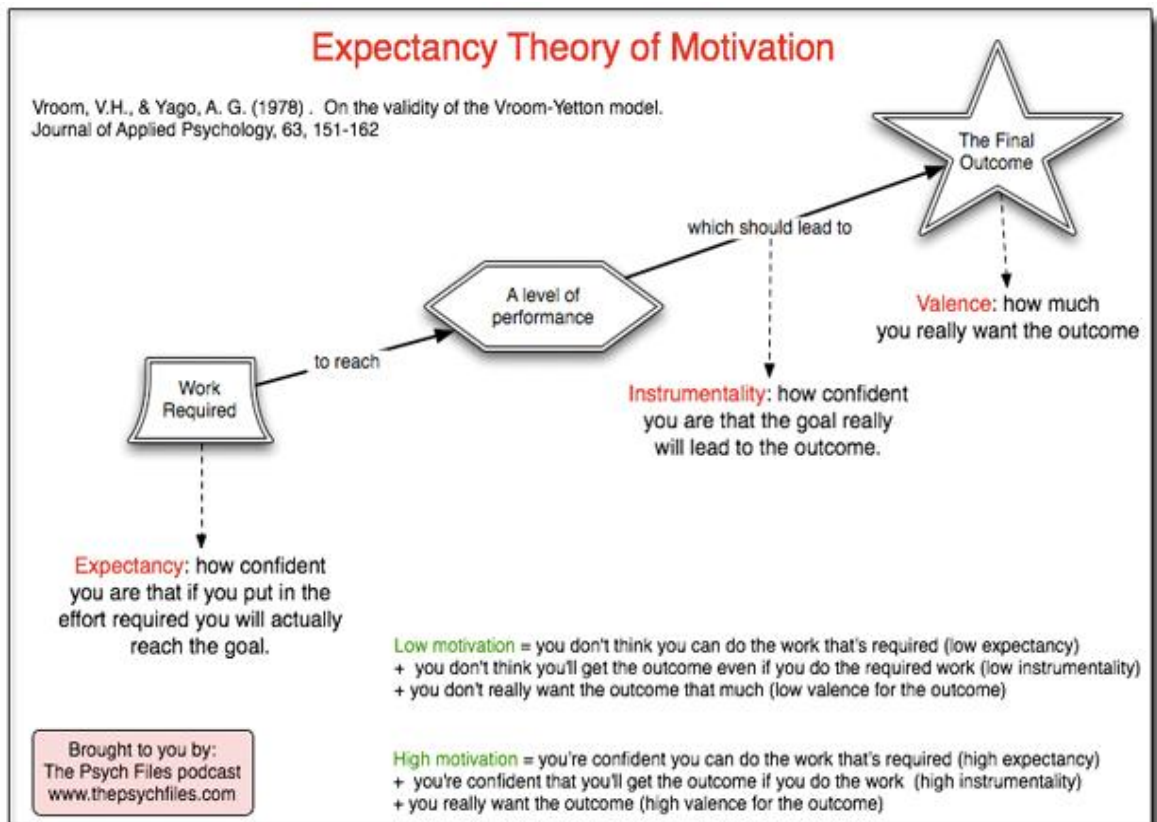
Valence means "value" and refers to beliefs about outcome desirability. There are individual differences in the level of value associated with any specific outcome. For instance, a bonus may not increase motivation for an employee who is motivated by formal recognition or by increased status such as promotion. Valence can be thought of as the pressure or importance that a person puts on an expected outcome.

The force of motivation in an employee can be calculated using the formula:

$M = E \cdot I \cdot V$ means Motivation = Valence * Expectancy * Instrumentality



Source: Redmond (2016)



Source: Redmond (2016)

It suggests that there are two factors determining the effort people put in their jobs. The first is the value of the rewards to individuals, and the second is the extent to which these rewards satisfy their needs for security, social esteem, autonomy, and self-actualization.

The second is the probability that the rewards depend on the effort, as perceived by individuals, their expectations about relationship between effort and reward.

Thus, the greater the value of a set of the awards and the higher the probability that receiving each of these rewards depends upon effort, the greater the effort will be in a given situation.

Theory X and Theory Y (Douglas Mc Gregor, 1960)

Douglas McGregor proposed two theories by which to view employee motivation in his 1960 book titled "The Human Side of Enterprise". He avoided descriptive labels and simply called the theories Theory X and Theory Y. Both of these theories begin with

the premise that management's role is to assemble the factors of production, including people, for the economic benefit of the firm. Beyond this point, the two theories of management diverge.

Theory X

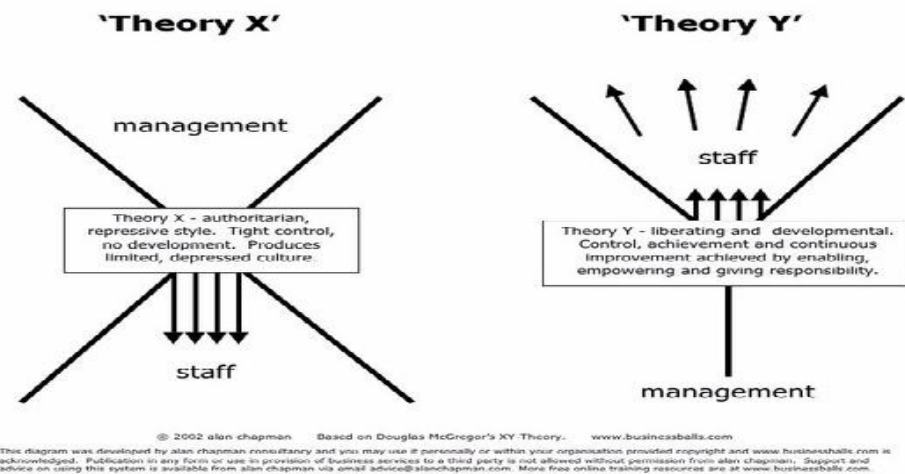
Theory X assumes that the average person:

- Dislikes work and attempts to avoid it.
- Has no ambition, wants no responsibility, and would rather follow than lead.
- Is self-centered and therefore does not care about organizational goals.
- Resists change.
- Is ignorant and not particularly intelligent.
- Essentially, Theory X assumes that people work only for money and security.

Theory Y

Theory Y assumes that the average person:

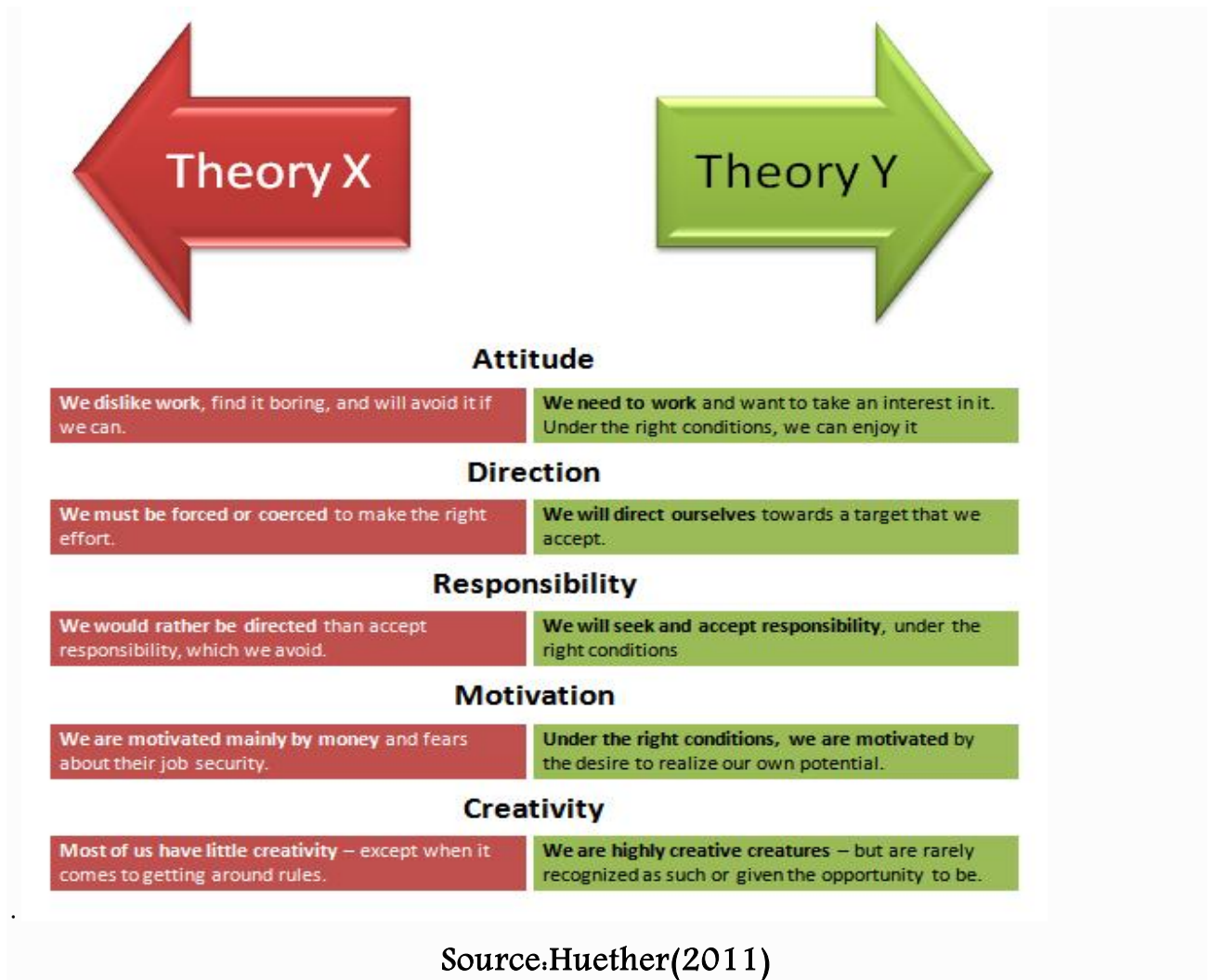
- Work can be as natural as play and rest.
- People will be self-directed to meet their work objectives
- People will be committed to their objectives
- people will seek responsibility
- Most people can handle responsibility because creativity is common in the population.



Source:Chapman(2002)

Role of manager

According to Fotsch & Case (2017) If manger expect employees to shirk, malingering (pretend to be ill in order to escape duty or work.), and get away with anything they can, chances are they will try to do just that. Organizational psychologists refer to this as the **Golem effect**. It means that if we expect little then we get little. Similarly, if manger expects people to take initiative, make good decisions and be creative, it will stimulate that kind of behavior. This reaction, too, is widespread. It's known as the **Pygmalion effect**—higher expectations lead to better performance.



Theory Z (William Ouchi, 1981)

Theory Z is a name applied to three distinct psychological theories. One was developed by Abraham H. Maslow in his paper *Theory Z* and the other is Dr. William Ouchi's so-called "Japanese Management" style. The third was developed by W. J. Reddin in *Managerial Effectiveness*. Ouchi wrote a book called *Theory Z: How American Business Can Meet the Japanese Challenge* (1981) Based on comparative study of American and Japanese management

Ouchi found out that the secret to Japanese success is not technology, but a special way of managing people. William Ouchi takes Japanese business techniques and adapts them to the American corporate environment.

The word "Wa" in Japanese can be applied to Theory Z because they both deal with promoting partnerships and group work.

This theory emphasizes that management must have a high degree of confidence in its workers. Theory Z management always tends to promote stable employment, high productivity, and high employee morale and satisfaction. Theory Z considers that:

- Customer is king
- Employees are considered as assets
- Employee get their wages and perks without demanding them
- Total Customer satisfaction

The main features of this theory are the following

- Long Term Employment
- Industrial responsibility
- Job rotation
- Consensus decision
- Long term planning
- Training and Development
- Team work culture
- Structure less organization

Motivation is the mechanism which ultimately influences people or employees to behave in certain ways. In every kind of organization whether it is private, public, public-private, NGOs or manufacturing organization management has always concern about motivational issue, along with environmental or ability factors that determines the individual performance.

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